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Graduate
School, USDA

ANNUAL

1992

REPORT

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MARCH 1993

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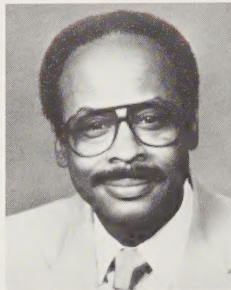
GENERAL ADMINISTRATION BOARD



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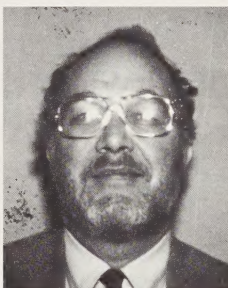
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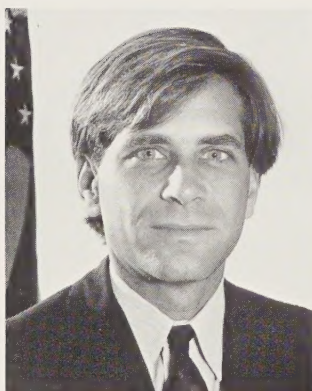
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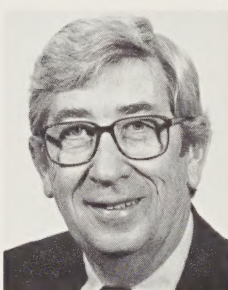
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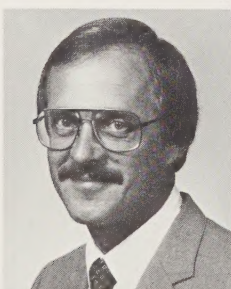
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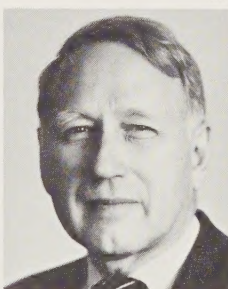
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1. Alan Raul

Chairman

General Counsel, Department of Agriculture

2. Duane Acker

*Assistant Secretary for Science and Education,
Department of Agriculture*

3. Betsy Brand

*Assistant Secretary for Vocational and Adult Education,
Department of Education*

4. Robert Brown

*Deputy Associate Administrator,
Office of Human Resources and Education,
National Aeronautics and Space Administration*

5. Dennis Fischer

*Chief Financial Officer,
General Services Administration*

6. Charles Hilty

Vice Chairman

*Assistant Secretary, Administration,
Department of Agriculture*

7. Allan Johnson

*Director, Economics Management Staff
Department of Agriculture*

8. Bradshaw Langmaid, Jr.

*Deputy Associate Administrator,
Finance and Administration,
Agency for International Development*

9. Roberta Peters

*Director, Office of Civilian Personnel,
Department of the Navy*

10. William Richards

*Chief, Soil Conservation Service,
Department of Agriculture*

11. Virginia Robinson

*Executive Director, Joint Financial Management
Improvement Program*

12. Curtis Smith

*Associate Director for Retirement and Insurance,
Office of Personnel Management*

13. David Unger

*Associate Deputy Chief, Forest Service,
Department of Agriculture*

14. Phyllis York

*Director, Recruitment and Development,
Animal and Plant Health Inspection Service,
Department of Agriculture*

REPORT FROM THE DIRECTOR

Dear Colleagues,

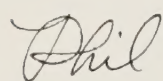
Despite some initial concerns about the stability of federal training budgets, the Graduate School experienced another successful year. At year's end, enrollments exceeded 41,000. The financial picture looks like we will be able to set aside some funds to increase the school's reserves.

Stressing the focus on customer needs, the Graduate School continued to add innovative programs in areas specifically designed to assist the working community. In the individual program accounts that follow, you will find many references to our TQM—total quality management—efforts. Service to the customer remains uppermost in our minds as we conduct our daily business and as we plan for the future.

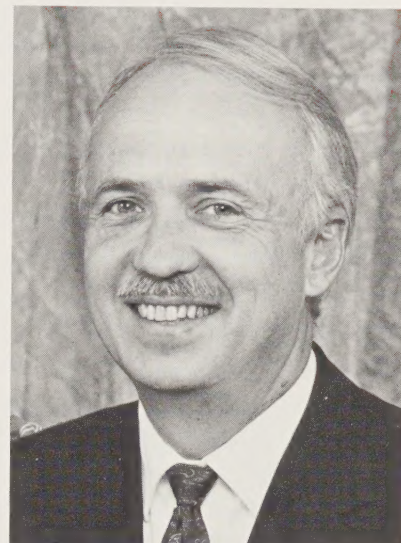
You will read more in the following pages about our successes for the year. Here are just a few of the highlights:

- Correspondence Program this year went “on line” with a computer-assisted telephone connection. The ALF/Agrad/OLE Computer conference system provides a new educational opportunity to those for whom classroom courses are impractical. It allows students to communicate with instructors and other students via a computer bulletin board.
- Three new certificate programs were introduced in the school this year: an Elderlaw program in Correspondence; Principles of Systems Engineering in Career Planning and Development; Horticultural Design in Evening.
- The Fulbright Teacher Exchange Program, administered by the Graduate School for the United States Information Agency, increased its promotion efforts and received thousands more applications this year than last.
- The Government Audit Training Institute was awarded a two-year contract with the City of New York to assist in their meeting the CPE requirements of the Government Auditing Standards promulgated by the Comptroller General of the United States. The New York Citywide Audit Training Program will provide courses tailored to the New York City government environment for approximately 250 auditors.
- The Pacific Islands Training Initiative and the Virgin Islands Training Initiative increased their courses this year. These programs, offered under an agreement with the Department of the Interior, are designed to improve financial and management skills among government employees in the U.S. Virgin Islands and in the areas of the former Pacific Trust Territories.

All of us at the Graduate School thank you for a most successful year. We look forward to serving you in the coming years as well.



Philip H. Hudson
Director



CAREER PLANNING AND DEVELOPMENT/ SPECIAL PROGRAMS

The combined programs of Career Planning and Development and Special Program Programs enjoyed many successes this year.

Career Planning and Development

The Communication Skills curriculum registered the highest enrollments and income on record. Communications developed further its extensive program of assessment and training called the Administrative Excellence Certificate Program, placed emphasis on its slate of writing courses and developed a Media Workshop Program under an Interagency Agreement with the Agricultural Stabilization and Conservation Service.

The Administrative Excellence Certificate Program (AECF) was firmly established with the successful completion of the program for the Defense Information Systems Agency. This assessment-oriented training enables participants to focus on training in the skills they need to develop and not spend time on material they already have under control.

A special program was developed for the Agriculture Stabilization and Conservation Service to train communication personnel in dealing with all aspects of media, including producing press releases and newsletters, responding to journalists and newscasters, speaking and writing.

Counseling developed additional materials for its popular five-instructor Pre-Retirement Planning Semi-

nar, designed a course in Constructing an Individual Development Plan, and offers a state-of-the-art assessment and development program called AccuVision, a video/computer based process for evaluating and developing staff.

The Counseling area also conducted an AccuVision assessment program as part of the USDA Senior Executive Service Candidate Development Program. Seventy-eight candidates took the assessment and were given computer-generated, personalized reports on managerial proficiencies, including specific suggestions for further development.

Procurement open enrollment courses ran consistently well. Three new courses were added to this curriculum: Technical Evaluation of Proposals, Formation of Government Contracts and Recent Developments and Trends in Government Contracting. One new Grants course was added: Indirect Costs under Federal Grants. Government Property Administration was added to the Property Management curriculum. Beginning this fall the National Property Management Association and the Graduate School will be actively working together in a cooperative effort to provide training.

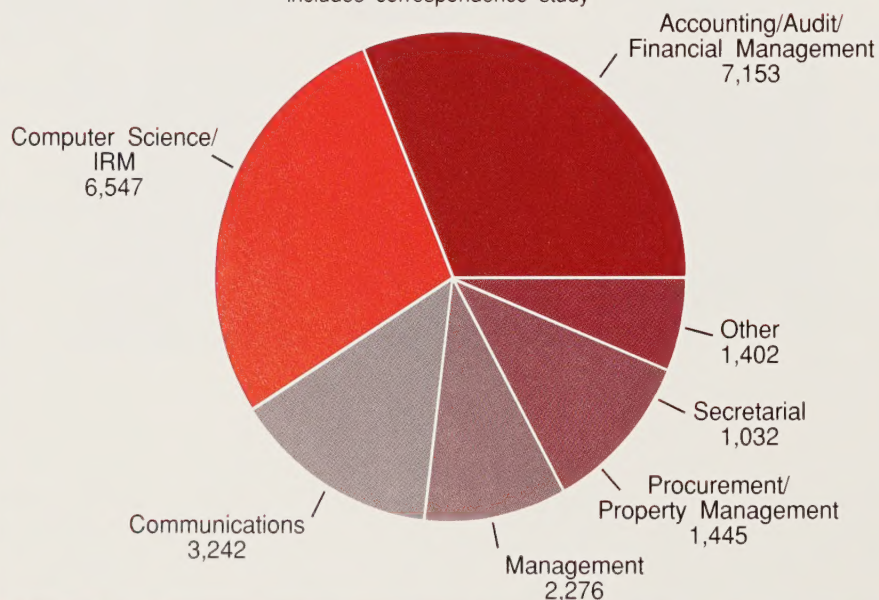
The Graduate School completed two successful Interagency Agreements with the Nuclear Regulatory Commission (NRC). One project designed training space in a new facility and the other assisted NRC in developing a model curriculum for people with acquisition responsibilities. The warrant program for Bonneville Power Administration (BPA) is in the third year. This program is serving employees in the northwest and is addressing a customized program blending federal and BPA specific policies and procedures.

This year, requests for designed courses increased. The Graduate School provided customized training for approximately 200 employees at the request of Department of Energy, which had a requirement to train a core of supervisory and managerial personnel in the areas of equal opportunity, cultural diversity, prevention of sexual harassment, and disability awareness.

The Computer Science curriculum purchased a new computer lab to fulfill the need demanded by the new software releases in the open enrollment classes (microcomputers). The lab is equipped with 386/33 chip computers with 4 MB of random access memory, 131 MB hard disk

Day Program Registrations*

*includes correspondence study



drives and super VGA color monitors. This lab also is networked to handle 386 LAN software.

The Local Area Network certificate program is making a major impact in the curriculum. The overwhelming response of the participants has dictated that this program be refined. Numerous enhancements have been made to make this even more popular.

A Troubleshooting and Maintaining the IBM PC and Compatibles course was added to the open enrollment after being offered last year on contract. It is a prize-winning star among the open enrollment offerings.

The popularity of Microsoft Windows resulted in the introduction of many new software programs and created the need for training. This was the fastest growing area within personal computer training. WordPerfect was again the most popular of the software courses. Among the new courses offered this year were Fox Pro, Powerpoint, WordPerfect Office and Ami Pro.

Desktop Publishing courses remain popular with PageMaker leading. Macintosh training experienced less growth than anticipated. Several new courses--Quark XPress, Canvass, Persuasion, Freehand and FileMaker, Ami Pro--have been added in an attempt to generate additional participation.

The System Engineering Training Program was developed and designed specifically as an Agriculture Research Service initiative. An initial 16 scientists, geneticists and engineers were selected to be trained in this engineering discipline to revamp the agency's problem-solving approach. The Computer Sciences program staffed and spearheaded this 15-week effort of residential training, which was managed through an inter-agency agreement.

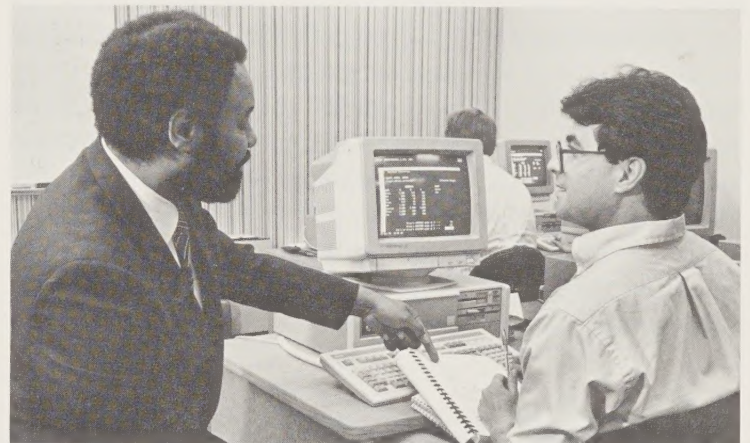
Special Programs

The Center for Applied Management continued to expand services and increase enrollments and contracts throughout the year. Revenues in the management and supervisory programs increased 25 percent, reflecting higher enrollments, increased numbers of contracts, and greater visibility. Courses in Strategic Planning, Creative Problem Solving and Change, Accounting, Budgeting, Multicultural Diversity, Time Management and Project Management courses accounted for much of the substantial increase. Increased use of interagency agreements for long-range projects and major contract awards accelerated activities.

Certificate programs for supervisors and managers are in place for the coming year. Courses of instruction

which follow Office of Personnel Management guidelines for new and incumbent supervisors enable participants to plan an integrated training program which meets organizational and individual needs.

The Managerial Grid continued to attract managers to its residential program, and the Management Development (residential) Program continues to attract exceptionally promising managers and future executives. New ventures include increased organization development capabilities and programs which combine assessment with individual training plans.



Enrollments in all Information Resources Management (IRM) course areas are growing. This year the Graduate School became a recognized source of information management training in the Department of Defense/IRM College circles. Five new courses were added to the curriculum. Others are being evaluated by the advisory committees.

The U.S. Air Force contracted for three sessions of the Information Resources Management Seminar. In April 1992, the Administrative Office of the U.S. Courts signed an interagency agreement with the Graduate School to address their needs in IRM education and training for both the end-user personnel in the courts and IRM personnel at the Office of the U.S. Courts. Phase I of the study concentrates on automation training needs in the courts. Phase II will concentrate on automation training in the administrative office.

As the school moves into its fourth year of providing TQM services, the demand is just as strong, but the mix has changed somewhat. There are increasing customer requests for Strategic Planning, TQM Awareness Training, assistance in establishing a quality council, team leader/facilitator training, team training and training of trainers.

Contract courses, rather than open enrollment, are

now the major source of TQM training activities. The most popular are TQM Awareness and TQM Facilitator training. The curriculum experienced a significant increase in client referrals and follow-up agency training resulting in greater recognition in several agencies both locally and nationally.

Special Programs added a new Program Manager in December 1991 to enhance the TQM curriculum area. The expansion of services to provide training and organizational assistance was showcased at the Federal Quality Institute's annual conference in May and through informational briefings held in June and July. Approximately 150 managers and executives attended the briefings.

The Conference Management Office serves the needs of many federal agencies in meeting their educational requirements by helping them conduct conferences, meetings, seminars and other programs. The complete range of services includes site selection, planning, budgeting, directing, promoting, organizing, controlling, auditing and speaker selection. Services are available for planning small seminars for 15 people to large annual conferences to 5,000 attendees.

The Conference Management Department provided services to the following new clientele: SES training and support services for the U.S. Air Force and the Department of Interior; conference training, logistics, speakers bureau for the US Customs service; and complete logistical support for the Agricultural Research Service's Systems Engineering Training Program.

The department included within its management responsibilities complete management and logistical support for the 10th annual Perspectives on Employment of Persons With Disabilities Conference; the 21st annual JFMIP conference; and the fifth annual national conference on Federal Quality. Based upon the department's experience with meetings on disabilities, it managed logistics for the 45th annual conference of the President's Committee on Employment of People With Disabilities, for more than 3,000 attendees.

Lynn Edwards

Deputy Director, Graduate School
Director, Career Planning and Development
Special Programs

PROGRAM STATISTICS

Programs	1989-90 ind. /group	1990-91 ind. /group	1991-92* ind. /group
Evening and Weekend Programs	12,153	12,874	14,825
Career Planning and Development Programs	8,438/1,890	7,805/1,596	8,706/971
Correspondence Programs	2,133	2,116	2,177
Government Audit Training Institute	6,678	8,272	7,612
International Programs	180/216	326/720	426/245
Special Programs	775/4,128 [†]	1,155/4,868 [†]	1,698/5,332 [†]
Total individual and group enrollments	30,357/6,234	32,548/7,184	35,444/6,548
Grand Total (net registrations)	36,591	39,732	41,992

Ind. — Individual enrollment figures represent course registration.
Group — Group enrollment figures include conferences, seminars and contract courses in addition to individual course registrants.

***** — Preliminary statistics.
† — Includes conference registrations for which the school provided support but was not the sponsor.

CORRESPONDENCE PROGRAM

Correspondence Program took a large step forward this year with the introduction of the on-line computer conferencing system (OLE) which was mentioned in the Director's introductory letter. The system offers direct daily contact from home with the instructor as well as other students. OLE is not a replacement for other methods of education. It is an option, a new alternative which has become a practical application because of the advent of reliable, cost-effective personal computers and modems.

OLE courses are taught using an electronic bulletin board system located at the National Agriculture Library. Students can use the computer and modem to contact the Correspondence Program or their instructor directly. Every subject area eventually will have its own conferencing capability.

Correspondence also introduced a new Certificate

of Accomplishment in Elderlaw Paralegal Studies, an innovative approach to improving the quality and availability of legal services to older people. Students may take individual courses in specific elderlaw issues that prepare them to be paralegals specializing in elderlaw.

The Elderlaw Program is unique because a student can become an advocate specializing in elderlaw through correspondence. The courses are appropriate for a broad range of persons--from attorneys, paralegals, secretaries and other professionals who want to become specialists in elderlaw--to those who want to know more about elderlaw for personal enrichment.

The program is designed by and in cooperation with the Legal Counsel for the Elderly (LCE), one of four support centers funded by the Administration on Aging.

Norma Harwood
Director

EVENING PROGRAMS

Annual registrations for Evening Programs were up 13.4 percent for the year. Foreign languages, the largest curriculum area, saw an increase of 17 percent, receiving a total of 7,600 registrations.

Areas showing the largest increase in registrations were:

Economics, from 377 registrations to 583--up 54 percent

Science and engineering, from 177 to 271--up 53 percent

Public affairs and policy, from 268 to 356--up 32 percent

Subjects which show the greatest increase in enrollment are those related to international, economics and environmental issues. Areas in current decline are career specific-courses. This is primarily because employers increasingly are sponsoring employee daytime training for these courses.

Evening Programs offered 84 new courses last year and opened two curriculum areas in education and history. The education courses are designed for trainers to improve their classroom skills and share techniques with their fellow trainers. The history curriculum is for history enthusiasts and for those who want a better grasp of past events.



Evening course offerings reflect the interests and demands of the students. Instructors are taking an active role in proposing new courses, meeting with their colleagues and critiquing the curricula. Employees are given responsibility over their assigned areas and participate in overall decisions affecting the program.

Ron McNab
Director

GOVERNMENT AUDIT TRAINING INSTITUTE

The Government Audit Training Institute registered 7,612 participants this year. However, the institute experienced a shift in the enrollment pattern while maintaining approximately the same level of participation as the previous year. The shift occurred between open enrollment courses, which grew by 1,000 registrations, and on-site courses which decreased by approximately the same number.

Two factors account for the change: marketing efforts, and a change in need on the part of the customer.

The institute produced more direct mail pieces, attended and made presentations at audit organization meetings and conferences and made more visits to agencies this year.

Client agencies met most of their organizational CPE requirements through contract classes last year. Those same clients targeted remaining individual needs and met them with regularly scheduled open enrollment courses this year.

Effective Audit Supervision responds to the needs of experienced auditors who are making the transition to management. Assessing the Reliability of Computer Processed Data addresses the technical need of auditors using data from automated systems.

The institute staff continually surveys the audit community to identify their training needs to set priorities for new or revised courses. To ensure that the needs are addressed in the design and development process, clients are involved in the review of materials before piloting a course.

Quality customer service delivery is a daily objective for everyone in the auditing program. In conjunction with TQM principles, everything is fair game for improvement, from telephone contact to instructor support. Needed improvements have been achieved through changes in processes, quality control and employee training and development.

Not only does the staff monitor client satisfaction through participant evaluation sheets and follow up, but they also monitor instructor satisfaction with each course offering. This year the staff began to systematically gather feedback from instructors about administrative support, class success, course materials and potential revisions.

Donald Smuland
Director



The institute revised Introduction to EDP Auditing to focus on the techniques necessary to audit EDP systems rather than on the EDP concepts themselves.

A new course, Communications Workshop for Audit Management, was introduced. The course initially was designed specifically for a client. In the meantime, requests for training for audit managers who are experiencing cultural diversity in the workplace increased so the course was incorporated into the regular curriculum.

The Audit Institute also is engaged in the design of two new courses which will be available in early 1993.

INTERNATIONAL INSTITUTE

In 1992, the International Institute saw a dramatic increase over 1991 enrollments. While Washington, D.C.-based open-enrollment programs remained constant, the Pacific Islands Training Initiative trained 1,141, and the Virgin Islands Training Initiative trained 912. Another 175 international professionals were trained in special contract programs, which includes programs for Egyptian government officials, Indonesian auditors, Japanese teachers and Russian entrepreneurs.

Three courses were introduced to strengthen two vital curricula this year. Private sector development training, increasingly an emphasis of international lending agencies, became a focal point of the International Institute's efforts to assist developing nations in meeting their skilled manpower needs. Export Development and Promotion Strategies, the latest offering, brings together the elements of and institutional options for a successful national export development strategy.

Fundraising and Proposal Writing for Project and Grants and Advanced Analytical tools for Project Assessment rounded out the International Institute's offerings in project development courses. Fundraising and Proposal Writing complements the Certificate Program in Project Analysis by centering on the development of skills needed to compete competitively for scarce donor resources. Advanced Analytical Tools serves a growing need among development project planners and imple-



menters for analysts with the skills to appraise increasingly complex development policies and projects.

In September the International Institute presented a one day TQM overview to members of the American Society for Public Administrators in Honolulu, Hawaii. In October, the Pacific Islands Training Initiative will deliver the Graduate School's TQM Awareness course in both Guam and Saipan, Commonwealth of the Northern Marianas Islands.

Robert Mashburn
Director

INTERNATIONAL VISITORS AND EXCHANGE PROGRAM

Major programs and projects administered under the International Visitors and Exchange Program have continued their steady and healthy growth in size and revenue.

International Visitors Programming has provided excellent programs to the many guests of the U.S. government. A variety of visitors was served from all over the world, visitors with such diverse backgrounds and titles as governors, parliamentarians, justices, journalists, educators, environmentalists and many other distinguished professions.

Successful projects implemented in this year include a cultural heritage project for Indonesian cultural experts, environmental protection and economic development for East Asia group, media management for Af-

rican Francophone journalists, administration of justice in the U.S. for Panamanian justices, and the new world economy for Costa Rican economic journalists.

Total Quality Management in the International Visitor and Exchange Programs has been a critical factor in its major accomplishment and progress. The general rule of making clients and customers happy and satisfied has worked well. Every program and itinerary arranged and implemented for international visitors was unique and tailored to the visitor's professional interests. Much time and concerted effort were given to researching for the appropriate organizations, individuals and places that would match the visitors' needs. It's an experience of a lifetime for most visitors and the staff did their best to give them a meaningful program. The feedback received

from the visitors after they returned home was gratifying, especially when their views and perspectives of this country and its people were changed because of what they saw and experienced.

The Taiwan programming services have boosted the number of students placed at various academic institutions. Selecting the appropriate schools, providing guidance and advice, and tracking student status have made Taiwanese participants adapt quickly to their program and enjoy their study in the U.S. This year, the staff developed a more structured way of helping participants in pursuing their professional goals. They have combined their personal touch with the sophistication of computer technology. The sponsor has expressed pleasure at this continuous improvement.

The Fulbright Teacher Exchange Program has expanded exchanges to 27 countries, including Latvia, Lithuania, Russia, Romania and Ukraine. The program outreach to U.S. teachers has generated thousands of inquiries from interested applicants, and will surely make a significant impact in next year's program.

The exchange program begins with the processing and matching of applicants, working with the staff of Teacher Exchange Branch of the U.S. Information Agency,

coordinating with the regional interview chairpersons and communicating with representatives of corresponding agencies overseas and leading ultimately to the exchange of teachers.

This requires a year-long process with great attention to details. Working as a team, from beginning to end of the program year, the staff feels rewarded when the foreign and U.S. teachers that they have matched successfully finally meet.



The quality of programming, the actual undertaking of work, competitiveness in terms of costs, and the caring and personal touch provided by staff are the significant factors appreciated by the various clients.

Lilia Parsons
Director

ADVISORY COMMITTEES

Advisory Committees alert the school to emerging training needs and assist programs in the planning, delivery and evaluation of academic and support services. Although only committee chairpersons are listed here, the Graduate School is grateful for the continuing support of the dozens of government, business and academic leaders who contribute to the success of the advisory committee program.

Auditing

Thomas Roslewicz, Department of Health and Human Services

Computer Sciences

William Freund, Department of Education

Congressional Staff

Ella Wong-Rusinko, House of Representatives Staff

Communication Skills

David Winkelmann, Department of Agriculture

Economics

Thomas Hady, Economic Research Service

Financial Management and Accounting

Mark Page, Department of the Treasury

Foreign Languages

Charles von Luttichau, Department of the Army (retired)

Graphic Arts and Photography

Robert Southee, Department of Commerce (retired)

Information Resources Management

Edward Barrese, Resolution Trust Corporation

International Programs

Tom Tracy, Pan American Health Organization

Law and Paralegal Studies

John Golden, Department of Agriculture

Library Technology

Gary McCone, Department of Agriculture

Management

Peter J. Basso, Department of Transportation

Mathematics and Statistics

Charles Caudill, Department of Agriculture

Natural History and Horticulture

Gary Evans, Department of Agriculture

Personnel Administration

Jerome Butler, Department of the Interior

Procurement

Theodore Goldberg, Department of Labor

Property Management

Frank Proden, Department of Agriculture

Scholarship

John Holden, Graduate School (retired)

Science and Engineering

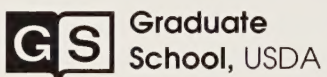
Eric B. Sheinen, Department of Health and Human Services

Secretarial Skills

Mary Harris, University of the District of Columbia

LIST OF CLIENTS -- 1992

Agency for International Development	Department of Veterans Affairs
Air Force Office of Special Investigations	District of Columbia Government
Air Force District of Washington	Economic Management Staff, USDA
Animal Plant Health Inspection Service	Environmental Protection Agency
Amtrak	Federal Emergency Planning Agency
Army Audit Service	Federal Emergency Management Agency
Army Research Laboratory	Federal Energy Regulatory Commission
Agricultural Research Service	Federal Highway Administration
Arthur Sackler Gallery	General Services Administration
Bureau of Reclamation	Government Printing Office
Central Intelligence Agency	Internal Revenue Service
Cities of Austin, Baltimore, Dallas, Kansas City, Los Angeles, New York, Philadelphia, San Antonio.	Joint Technical Assistance Committee of Taiwan
Counties of Cook County, Ill.; Henrico County, Va.; Lehigh County, Pa.; Los Angeles County, Calif.; Milwaukee County, Wis.; Multnomah County, Ore.; Pinellas County, Fla.	Library of Congress
Commonwealths of Kentucky, Massachusetts, Pennsylvania	National Aeronautics and Space Administration
Defense Communications Agency	National Highway Transportation Safety Administration
Defense Finance and Accounting Agency	National Transportation Safety Board
Defense Intelligence Agency	National Personnel Authority of Japan
Department of Agriculture	National Center for Health Statistics
Department of the Army	Naval Audit Service
Department of Commerce	Nuclear Regulatory Commission
Department of Defense	Office of Personnel Management
Department of Education	Panama Canal Commission
Department of Energy	Peace Corps
Department of Health and Human Services	Railroad Retirement Board
Department of Housing and Urban Development	Russian Capital Limited
Department of the Interior	Securities and Exchange Commission
Department of Justice	Small Business Administration
Department of Labor	States of Connecticut, Florida, Idaho, Illinois, Maryland, Nevada, New Jersey, New York, North Carolina, South Carolina, Vermont.
Department of the Navy	United Nations Development Programme
Department of Transportation	United States Information Agency
Department of the Treasury	University of Nevada-Reno
	USDA Packers and Stockyards
	South Carolina Legislative Audit Council



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Office of the Director

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